

# The TPCI Model

**Good Government in Action:**  
**Missouri's Transition from Prison**  
**To Community Initiative**



**Tom Clements**

Department of Corrections

**Mark Stringer**

Department of Mental Health

# DOC Mission

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- The mission of the Missouri Department of Corrections is to improve public safety through humane confinement and effective community interventions.
- Through cooperative efforts to provide effective correctional services, we hold offenders accountable for their behavior and prepare them to be productive citizens.

# Public Safety

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- In Missouri, there are about 30,000 offenders incarcerated in 21 correctional facilities
- During FY02, DOC received 16,578 admissions to prison
- 97% will be released into communities
- No new prisons are being funded
- Multiple state and local agencies provide services, yet
- **One in three Missouri prison admissions last year was a returning parole violator**

# Common Clientele

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- 30.4% of prison releases in 2002 received services from the Department of Mental Health during their first 12 months of release.
- 23.7% of prison admissions during 2003 received services from the Department of Mental Health during the 12 month period prior to their incarceration.
- 25.9% of new probationers during 2002 received services from the Department of Mental Health during the first 12 months of their probation period.

# Missouri's TPCI

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- TPCI model developed by Abt. Associates and NIC
- Not a “program,” but a way of doing business
- Springboard for intra-departmental and inter-departmental collaboration to improve reentry practices
- Partnering agencies are finding smarter ways to work together toward common goals

**Recidivism: Whose problem is it?**

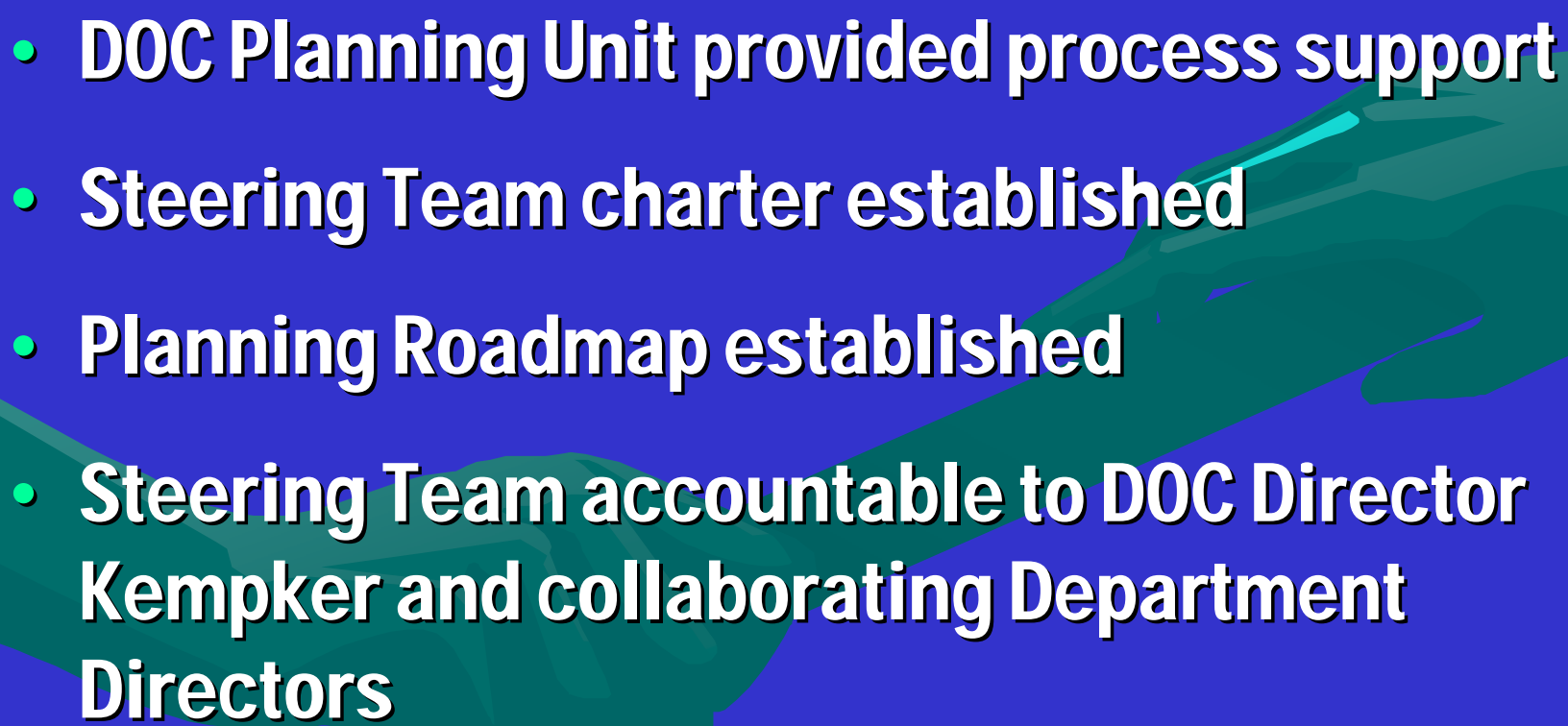
# Cabinet Collaboration

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- On August 21, 2002, DOC Director Gary Kempker held an informational breakfast meeting to examine Missouri's offender transition practices. In attendance were directors from:
  - *Department of Mental Health*
  - *Department of Social Services*
  - *Department of Health & Senior Services*
  - *Department of Economic Development*
  - *Office of State Courts Administrator*
  - *Governor's Office*
- Inter-departmental workshop conducted September 9 & 10, 2002

# **TPCI Steering Team**

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- **Began work September 17, 2002**
  - **D0C Planning Unit provided process support**
  - **Steering Team charter established**
  - **Planning Roadmap established**
  - **Steering Team accountable to D0C Director Kempker and collaborating Department Directors**
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# Steering Team Members

- Ansel Card- Parole Board
  - Jan Carter- P&P
  - Tom Clements- Adult Institutions
  - Bill Dent-Dept. Social Services
  - Scott Johnston- P&P
  - Gene Morgan- KC Community Center
  - Marta Nolin- DOC Rehabilitative Services
  - Julie Rollins- Women's & Reentry Projects
  - Tricia Schlechte- Dept. Health
  - Mark Stringer- Dept. Mental Health
  - Jerry Tharp- Dept. Economic Development
  - Gary Waint- Office of State Courts
  - Laurent Javois- Dept. Mental Health
  - Consultant Support: George Keiser-NIC, Kermit Humphries- NIC, Dale Parent-ABT, Liz Barnett- ABT, Alex Holsinger- UMKC, and Paul Herman- Center for Effective Public Policy
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# TPCI Partners

**“After all is said and done, there is no such thing as ‘managing change.’ You lead change or you follow it.”**

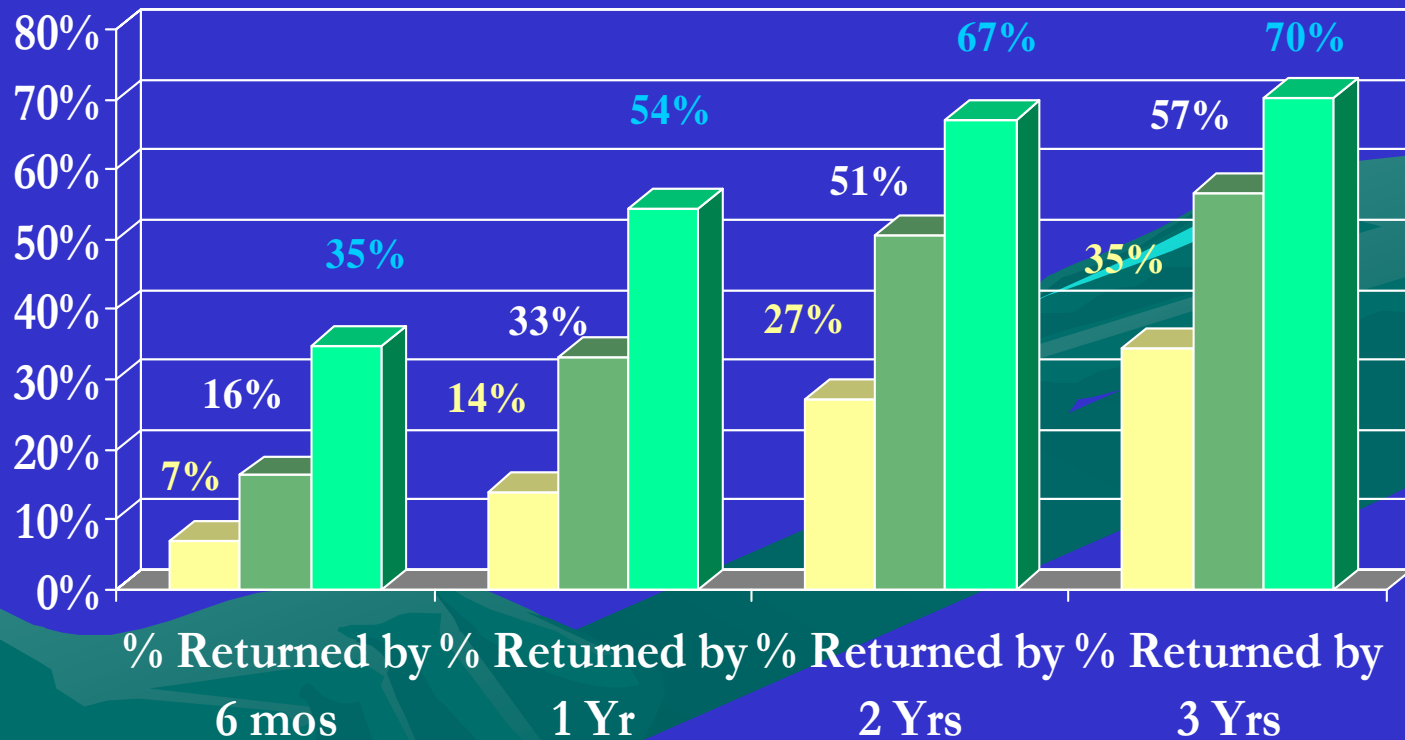
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-- Peter Drucker's surprise remark on a panel at conclusion of an international conference on—what else—managing change

# What Factors Correlate With Returns to Prison in Missouri?

Ranking	Classification Score on Release	Correlation ( $r^2$ )	Range %	Correlation	Range
1	Employment at First Need Score	0.9987	43.6%	1	1
2	Vocational score on release	0.9740	22.0%	3	4
2	Substance Abuse at First Need Score	0.9586	25.1%	4	3
2	Work score on release	0.9342	28.7%	5	2
3	Mental Health score on release	0.9075	16.8%	6	5
4	Social at First Need Score	0.9944	9.4%	2	9
5	Family at First Need Score	0.8909	12.0%	7	7
6	Finance at First Need Score	0.5940	12.2%	9	6
7	Educational Score on Release	0.5981	9.5%	8	8

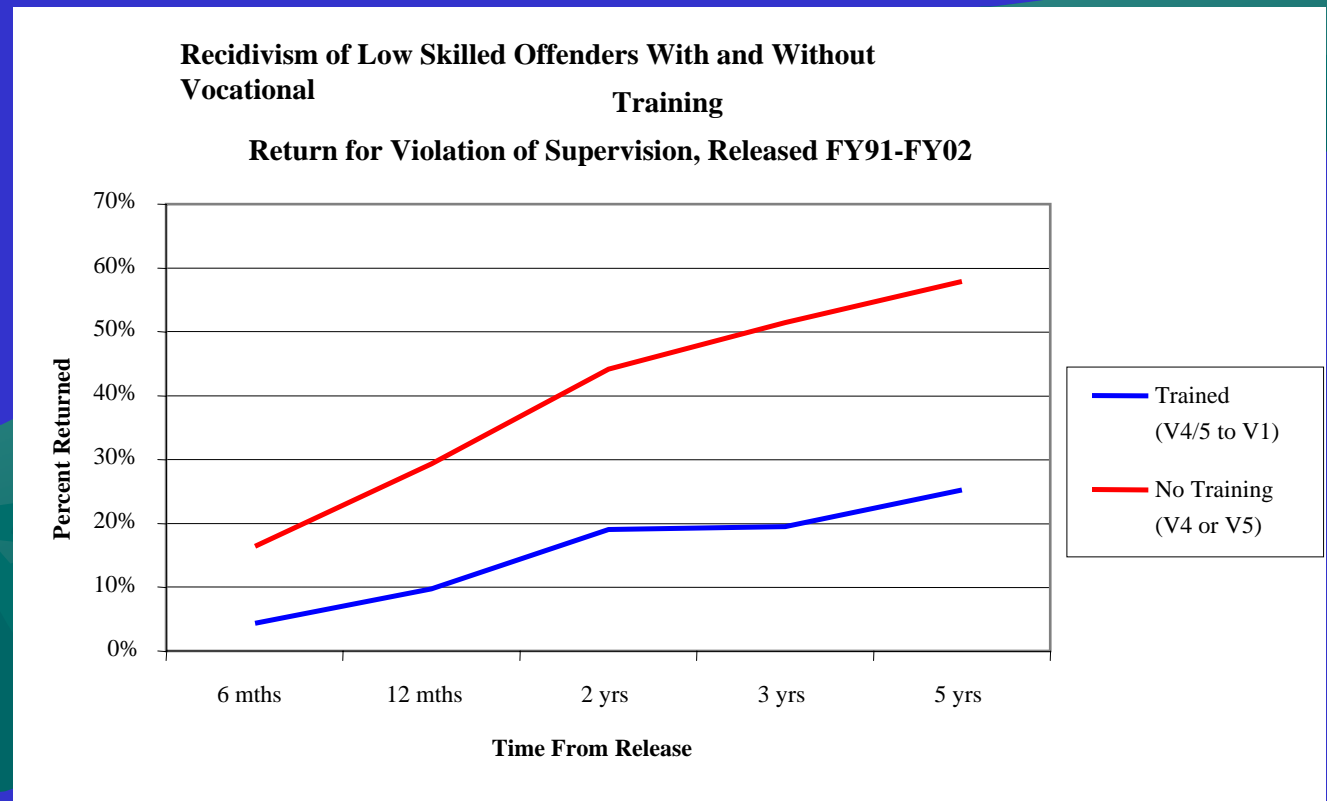
# Recidivism Rate by Maximized Employment Status



■ Employed Full Time - 10,182 ■ Employed Part Time - 6,712 ■ Unemployed - 1,697

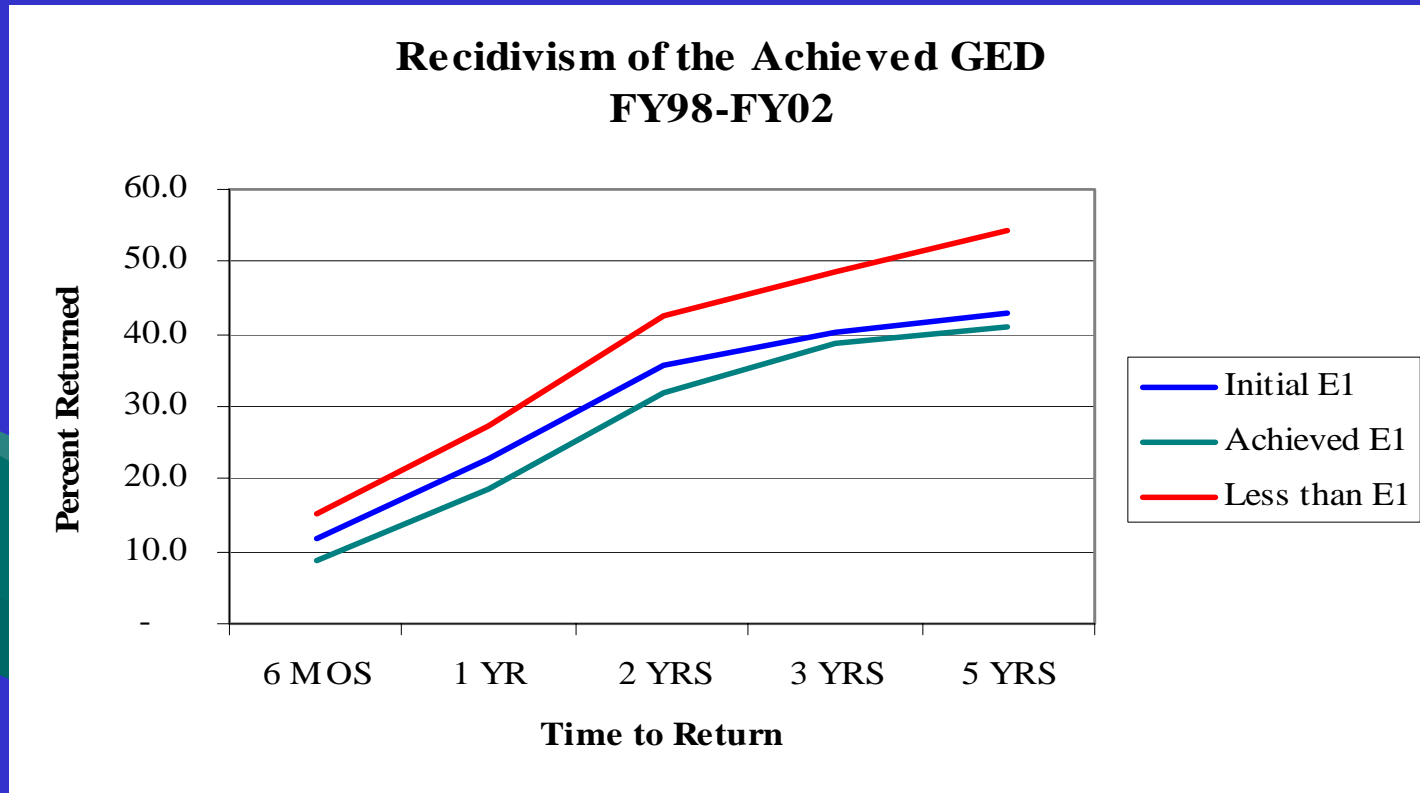
# Employment/Vocational Training

Offenders who raise their vocational skill level through vocational training while in prison show a much lower return to prison rate (25%) than those with no vocational skills (58%).



# Education

Department of Corrections data clearly shows that having a GED or High School Diploma (HSD) contributes to successful transition.



# Family

## *Focus Group Findings*

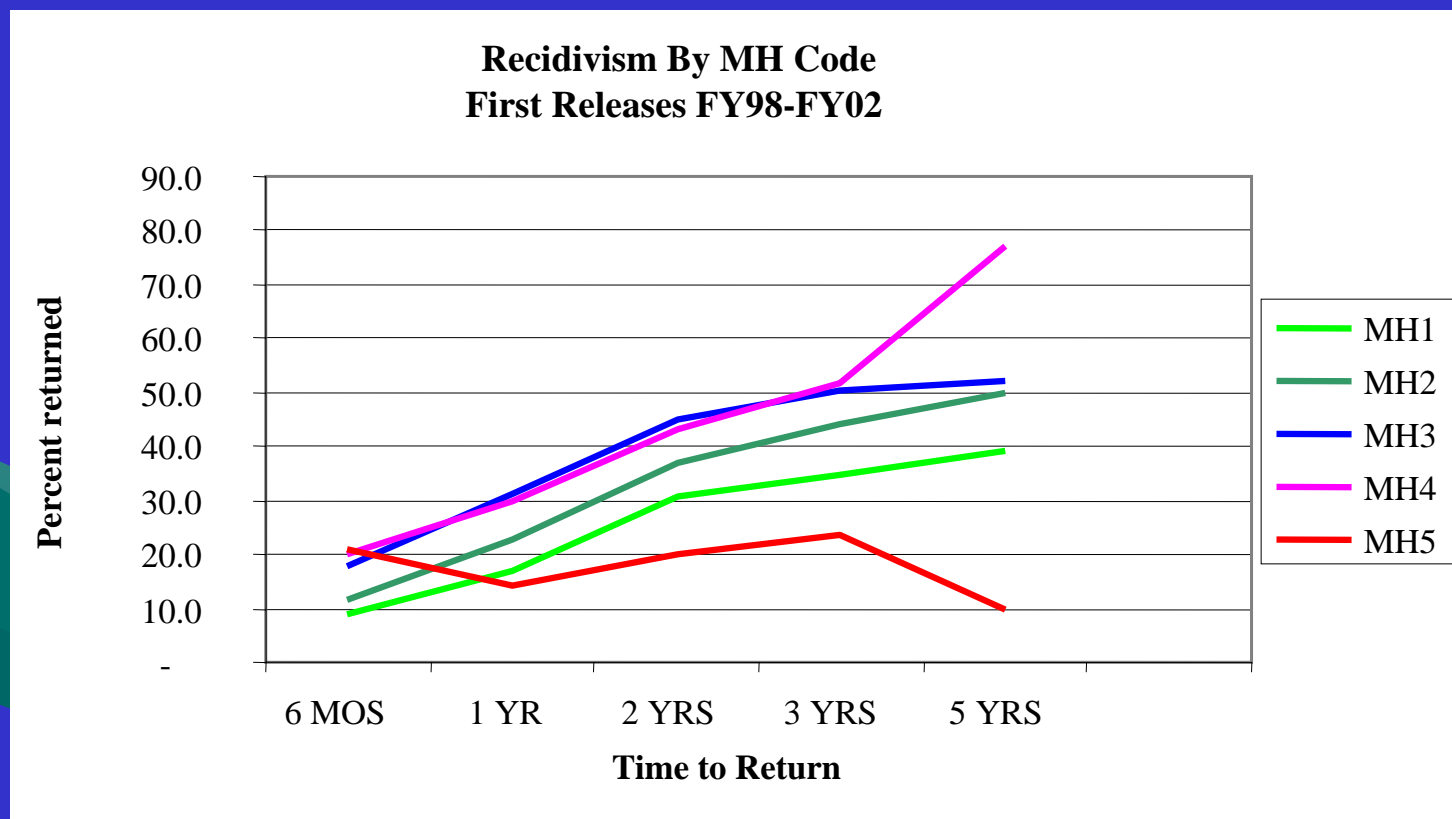
- Huge, often neglected criminogenic target.
- Clear relationship between “family” importance (both positive and negative) in the national literature base as well as the focus-group data (e.g. bring family in, educate family, prepare family)
- Family offers pro-social network; physical and emotional support; various resources
- Very difficult to target – in or out of the institution.

# Dependent Children Reported by Offenders

- 35,468 – dependent children with a parent in prison
  - 60,400 – dependent children with a parent under probation supervision
  - 16,378 – dependent children with a parent under parole supervision
  - 112,246 – TOTAL dependent children with a parent under DOC supervision
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- *10% of the 18,000 children participating in Head Start programs in Missouri have a parent in prison.*

# Mental Health

The re-incarceration rate is higher for offenders with mental health problems (MH Score 3 or 4)



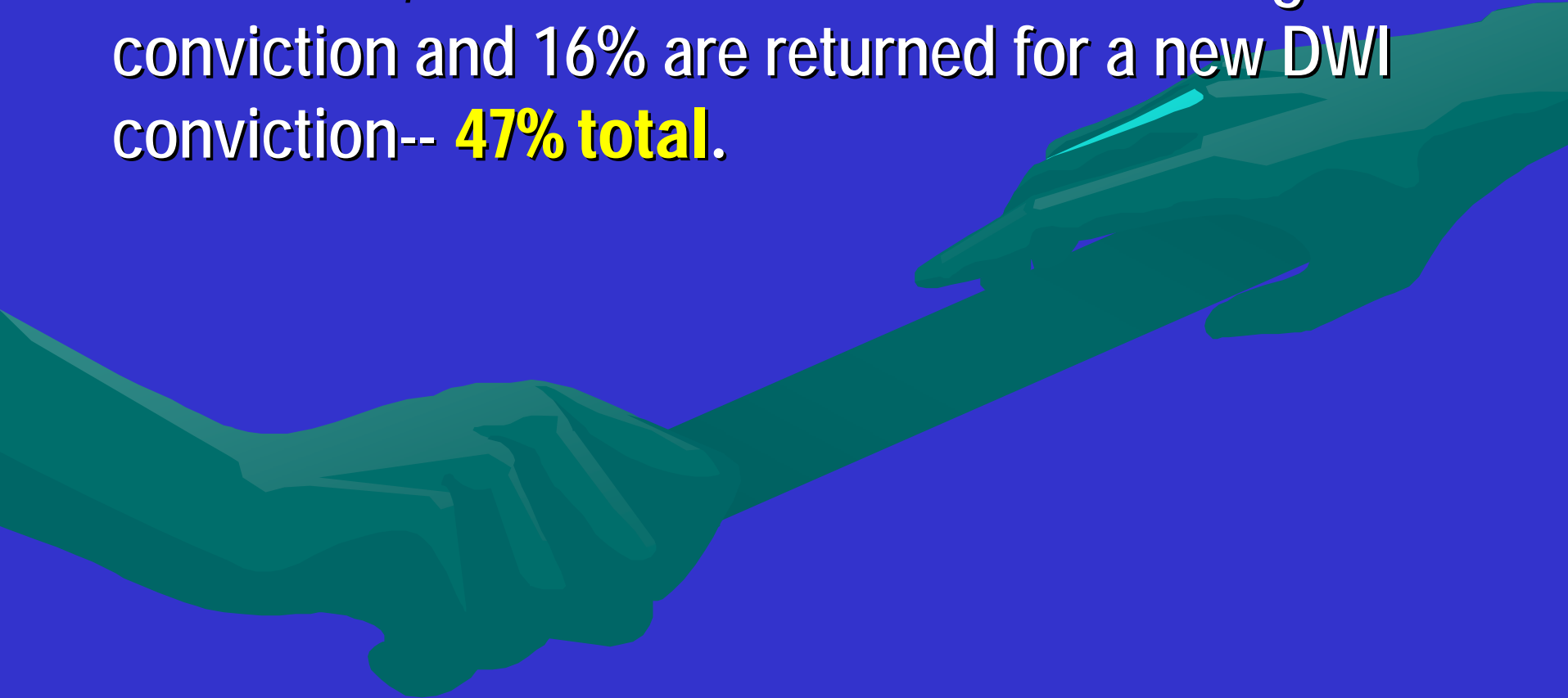
# Mental Health

## *Focus Group Findings*

- Cited as major issue by Probation and Parole Officers
  - Access to medication
  - Need for additional psychological assessment
  - Need for training in recognition of signs
  - Access to treatment – counseling & medications
- According to offender focus groups, much more prevalent need within female offender population
- Obtain additional training for line officers regarding the signs of mental illness and interpretation of history

# Substance Abuse

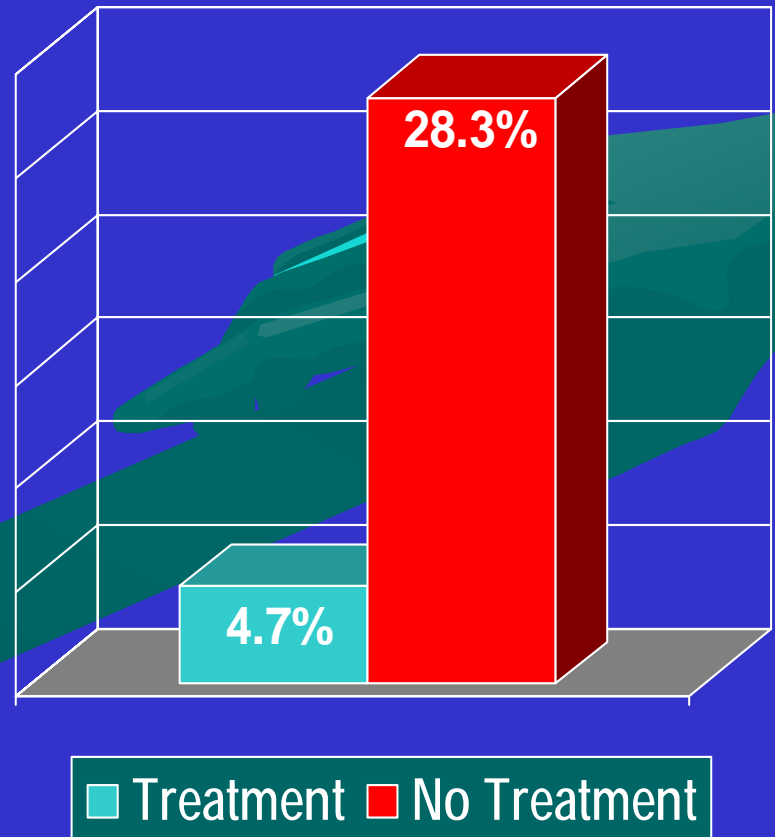
- Of those who return to prison for a new conviction, 31% are returned for a new drug conviction and 16% are returned for a new DWI conviction-- **47% total.**



# Substance Abuse

- 8,468 offenders with known (classified) substance abuse problems were released during the five-year period from FY 1998-2002:
  - Of those that received both institutional and community treatment, 4.7% returned to prison within the first year
  - Of those that did not receive substance abuse treatment, 28.3% returned within the first year

Re-incarceration Rate



# Transportation

## *Focus Group Findings*

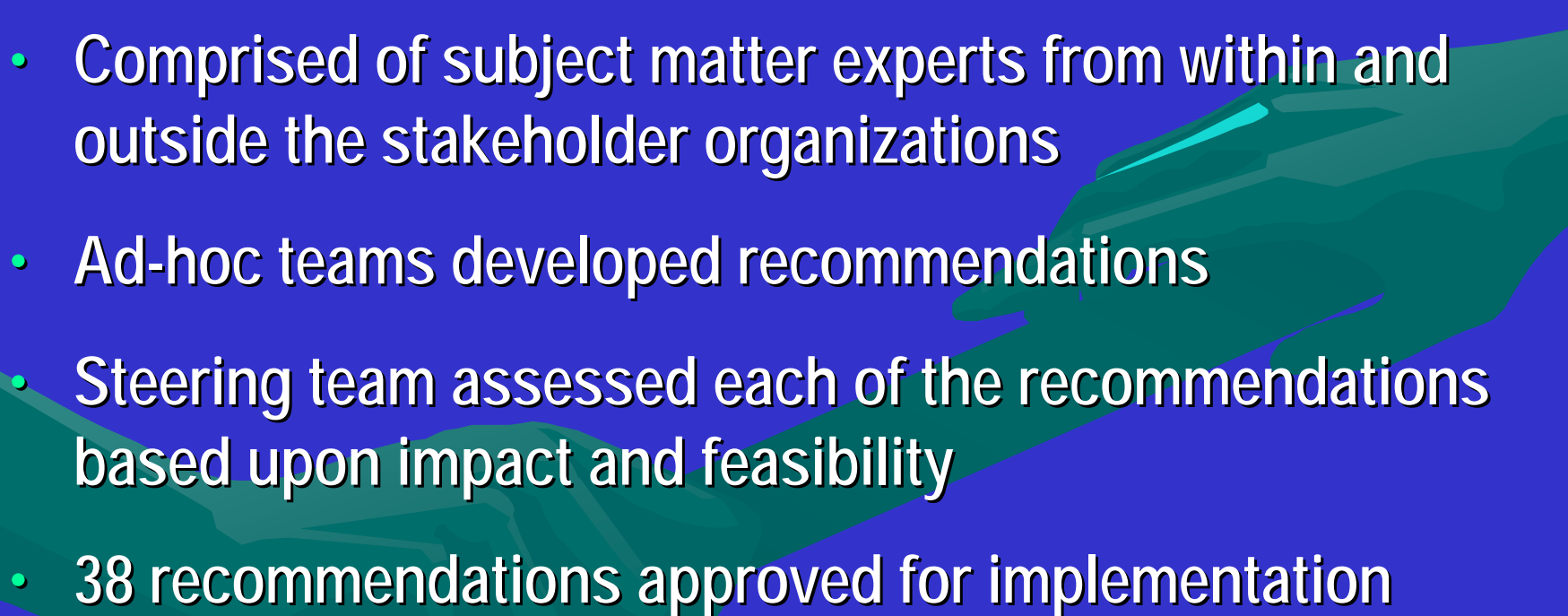
- Transportation was more of an issue in rural Missouri
- The lack of public transportation or the ability to drive is a common barrier to success
- An offender's inability to obtain transportation to comply with the conditions of supervision can lead to violations, especially when the transportation need is not fully communicated to the supervising officer
- Elimination of transportation barriers was seen as being important to an offender's success

# Information Sharing

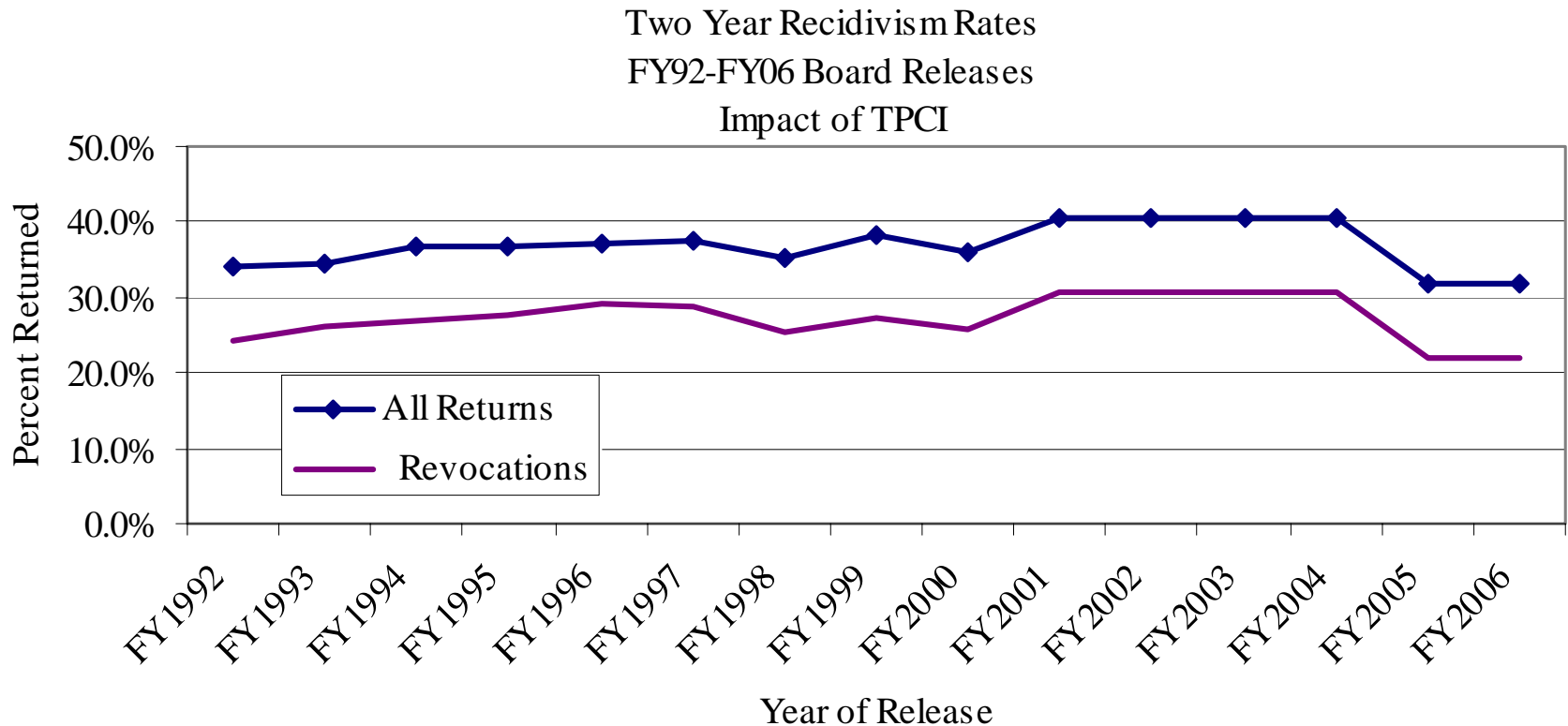
## *Focus Group Findings*

- Need for enhanced information sharing between institutional officers and field officers
- Need for enhanced information sharing between social service agencies and line officers (institution and community)
- Increased information sharing will enhance “excuseless environment” on the part of the offender
- Greatly enhance offender assessment, case planning, and monitoring of progress

# How Can We Improve?

- Collaborating departments chartered eight ad-hoc teams which met during May-June, 2003
  - Comprised of subject matter experts from within and outside the stakeholder organizations
  - Ad-hoc teams developed recommendations
  - Steering team assessed each of the recommendations based upon impact and feasibility
  - 38 recommendations approved for implementation
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# TPCI Projected Impact on Recidivism



# **Selected TPCI Recommendations**



Strategy 1.1.12 - Establish a Transition Accountability Plan (TAP) and Pre-Release Planning Process

Strategy 2.0.01 – Establish a Presumptive Release Date as Early as Possible

Strategy 2.0.02 – Establish Transition Housing Units

Strategy 2.0.05 – Establish Inter-Departmental Plan for Internal and External Communication

Strategy 2.6.11 – Create a Web-based Resource Guide

Strategy 2.0.07 – Employability Screening & Rehabilitation Plan for Each Offender

Strategy 2.2.01 – Establish Linkage to the Division of Workforce Development and Workforce Investment Boards Prior to Release

Strategy 2.1.10 – Improve Keyboarding and Computer Skills

Strategy 2.2.03 – Provide Identification Cards to Offenders upon release from prison

Strategy 2.2.02 – Develop a Targeted Educational Effort for Prospective Employers

Strategy 2.7.01 – Use Standardized Substance Abuse Screening and Assessment

Strategy 2.0.08 – Revise DMH Institutional Substance Abuse Treatment Certification

Standards To Place Emphasis on Discharge Planning

Strategy 2.0.09 – Referral for Continuing Outpatient Treatment in the Community Prior to Release

Strategy 2.0.10 – Conduct Formal Mental Health Discharge and Make Direct Linkage to Community Providers

Strategy 2.3.01 – Relationship and Family Programming

Strategy 2.0.11 – Standardized Skills Programming For Both Institutions and Field

# The TAP

- **The Transition Accountability Plan (TAP) and pre-release planning process**
  - **Begins early**
  - **Creates offender-specific Transition Accountability Teams both inside and outside the institution**
  - **Assigns responsibilities, includes family and significant others**
  - **Gets information to the right people at the right time.**

# The TAP

▪DOC Institutional Staff

▪Offender

▪Family

▪Other government agencies

▪Social Support Agencies

INFORMATION

**Transition  
Accountability  
Plan**

Passing the Baton  
of Accountability

▪DOC Field Staff

▪Offender

▪Family

▪Other government agencies

▪MH and SA Treatment Providers

▪Social Support Agencies

# Missouri's TPCI is “Change in Process”

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- Organizational priorities
- Organizational practices
- Organizational culture
- Outcomes
- Change in the lives of offenders, their families and communities



# Questions?



# Thank You!